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DCI/IC-3349-77

4 OCT 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John N. McMahon
Acting Deputy to the DCI for the
Intelligence Community

SUBJECT: Problems in Intelligence Community Support to
DoD R&D Programs

1. Action Requested: None; for information only.

2. Background: This memorandum summarizes initial significant results of a recent study of Community problems in providing scientific and technical intelligence (S&TI) to managers of DoD R&D programs. Similar problems exist elsewhere in the Community, but the Office of Performance Evaluation and Improvement of the Intelligence Community Staff singled out this area for study because the S&TI and DoD R&D programs are both well-documented and easily analyzed. Because of the importance of the subject and the potential impact of the study on the Community, this memo has been prepared in advance of the final study report.

3. The following summary sentences highlight some of the major problems documented by the study, following interviews with managers, producers, and users of S&TI at all levels throughout the R&D and Intelligence Communities:

- Needs of R&D users are not systematically stated.
- The Scientific and Technical Intelligence System is not sufficiently responsive to R&D users.
- Users in the R&D community of specific S&TI products are not known to intelligence managers or producers.

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- Distribution of finished intelligence is faulty. Users often do not receive needed, expensively-produced documents. Many receive unneeded documents.
 - R&D users have no means of commenting on the adequacy of intelligence products in a manner that causes change.
4. Selected findings are summarized in the following statements:
- Scientific and Technical Intelligence Support to R&D is big business. To support the [redacted] R&D program the FY-78 Community budget devotes over [redacted] dollars to S&TI.
 - Intelligence collection costs are greatly affected by demands from the R&D community for precision and detail.
 - Effective S&TI support of DoD R&D programs will satisfy all users. Therefore, satisfaction of S&TI needs at the R&D program manager and "bench" levels is the dominant management issue.
 - There are now no effective Community-wide management tools for scientific and technical intelligence support to R&D.
 - A system exists within one command of one service which closes the producer-user gap. This system could be applied Community-wide with current resources. Initial improvements would be evident in the near term, but a long-term commitment and an oversight function are needed.

5. Recommendations: After additional staffing of study results in DDR&E and DIA, recommendations to you will be made for a system to accomplish the following:

- Develop a DoD-wide data base of S&TI/R&D associations.

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- Assess utility of all S&TI products to determine which should be combined, eliminated, or reformatted.
- Overhaul system for developing distribution lists.
- Arrange for effective product evaluation.
- Train local intelligence officers in techniques of intelligence support to R&D.
- Promulgate CIA S&TI task catalog similar to DIA's.
- Review CIA S&TI tasking procedures.
- Monitor Community system for S&TI support to R&D and assess wider applicability.

[Redacted Signature]

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John N. McMahon

I'm not sure you can cause all of the above to happen but you will be in position to advise DOD how they might make better use of S&T intel.

[Redacted Signature]

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